

Ending Homelessness: The Philanthropic Role

Presented by
The National Foundation Advisory
Group for Ending Homelessness



NATIONAL FOUNDATION ADVISORY
GROUP FOR ENDING HOMELESSNESS
A COMMITMENT TO SUPPORTING COMMUNITY CHANGE



Ending Homelessness: The Philanthropic Role

Dear Colleague:

Just over a year ago, a number of foundations concerned about the growing problem of homelessness in America began a collaboration to increase the role of philanthropy in addressing this national crisis. This initiative is based on the belief that foundations large and small can play a significant role in helping to end homelessness.

This guide is the third in a series of papers published by the Neighborhood Funders Group to help grantmakers better understand affordable housing public policy issues and to encourage sustained, strategic public and private investments in housing and homelessness. It summarizes key recommendations from foundation staff and experts on what philanthropy can do to help end homelessness, and provides concrete examples of involvement by foundations of all sizes in this issue. It describes renewed energy and concrete plans that are fueling a growing consensus that homelessness can be ended in the next decade.

Many foundations have launched important initiatives tailored to specific homeless populations and their urgent needs. We commend our philanthropic colleagues who are engaged in this work and encourage others to consider homelessness as a part of their grantmaking. Local and national efforts to end homelessness offer opportunities for any foundation involved in human services to make a difference.

We now know how to prevent and end homelessness and have an unprecedented opportunity for decisive action—we hope you will join us.

Sincerely,

The National Foundation Advisory Group for Ending Homelessness

Executive Summary

Homelessness became a significant social problem in the 1980s. The number of people experiencing homelessness has risen steadily to the present levels of three to four million annually—more than 1% of the population. Yet there is reason to hope that we can end homelessness within a decade.

Much is known about the causes and effects of homelessness. Field-tested services and programs are available to provide safe, decent affordable housing. Stabilizing support services help people stay housed and provide needed assistance to particularly vulnerable populations. Detailed plans to eradicate homelessness have been developed at local and national levels. Community-based coalitions, governments, and foundations are poised for an historic collaboration, giving us good reason to believe we can end homelessness.

Most foundations do not include homelessness among their funding priorities. Historically, only about 1% of annual giving has gone to homelessness. Most of these grants have gone toward human service programs that only ameliorate the condition of homelessness instead of ending it.

Foundations that do give to homelessness represent all types—large and small, corporate, community, and family.

This guide outlines various strategic contributions that foundations can make to prevent and end homelessness:

- Advocacy and public education to increase the understanding of homelessness, build public will, and make change to local, state, and national policies.
- Community planning to bring all stakeholders to the table with the explicit purpose of ending homelessness.
- Prevention programs and systems change to intervene before people become homeless.
- Housing production, rehabilitation, and preservation to maintain and expand the supply of affordable housing.
- Integration of fragmented systems to provide coordinated and comprehensive services.
- Specialized supportive services to keep formerly homeless people housed.

Hopefully, these exemplary programs will inspire more foundations to realize that ending homelessness is an integral component of their missions and prompt them to accelerate a historically minimal level of funding in this area. If all foundations engaged in human services join forces in local and national efforts, homelessness can be ended before it becomes a permanent feature of the national landscape.

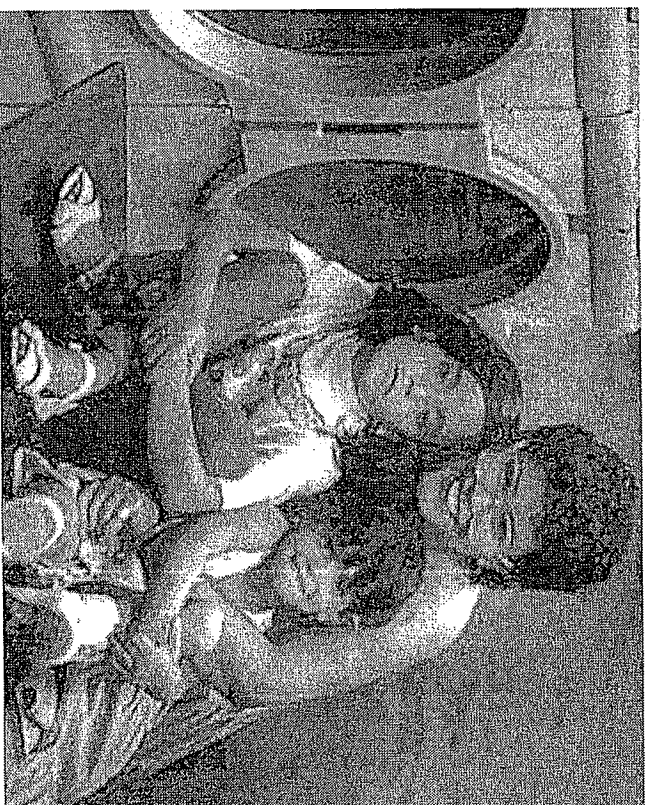
HOW This Guide Was Developed

A group of concerned foundations have joined forces to engage broad philanthropic support for ending homelessness. This guide is a product of that collaboration. Its purpose is to:

- * Understand philanthropy's historical commitment to homelessness.
- * Highlight effective grantmaking strategies for preventing and ending homelessness.
- * Engage new levels of philanthropic support and collaboration to end homelessness.

The project analyzed homeless giving trends of the 1,000 largest foundations between 1990 and 1999 from data provided by the Foundation Center to understand philanthropy's historical role. We conducted standardized telephone interviews with staff at 50 foundations that currently or previously funded homelessness with the goal of understanding how to gain, sustain, and increase foundation support. We researched examples of innovative and effective grantmaking in homelessness to highlight strategies that have made a difference.

We contacted more than 70 experts working directly on homelessness to explore their views on what foundations could support and how best to provide funding. This broad cross-section included providers, advocates, policymakers, researchers, and homeless and formerly homeless people. More information about the project methodology is in the Appendix.

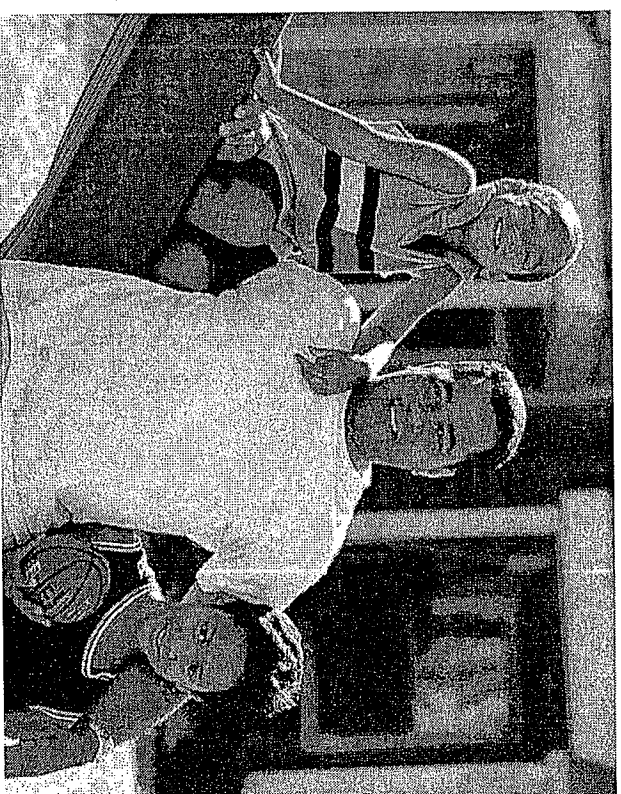


local housing and services and has recently reactivated the Interagency Council on Homelessness. States and communities are crafting detailed plans to end homelessness rather than simply treat it. More than a decade of program and policy development has produced a range of tested and evaluated services to eliminate the effects of being homeless. A cross-section of the community—government agencies, private foundations, businesses, nonprofit service providers, and concerned citizens—are now rallying together to realize the vision of ending homelessness in America.

Philanthropy's Role in Ending Homelessness

Most foundations do not include homelessness among their funding priorities. Those that do give to homelessness represent all types of foundations—large and small, corporate, community, and family. For a few, it is a founding principal. For others, it is part of a strong commitment to their local community. Still others nest homelessness under broader funding priorities such as housing, human services, or families and children.

Historically, giving in homelessness has represented only a fraction of total philanthropy—about 1% a year. Significant fluctuations in total dollars from year to year have compromised planning and stability for organizations that provide services to homeless people.



Broad support for human service initiatives has caused the majority of homelessness grants to go toward programs that only ameliorate the condition of homelessness, instead of to those that work to end homelessness altogether. During the 1990s, more than 80% of homelessness funding went to provide direct, temporary human services.

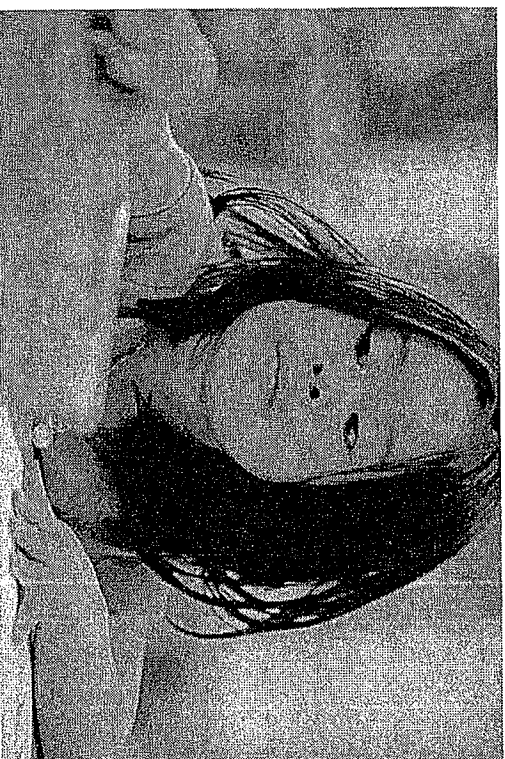
Only a few foundations have aligned with advocates, researchers, and policymakers by funding efforts to address the fundamental systemic social problems that are understood as

STRATEGIES to Make a Difference

Grantmakers concerned with homelessness see eye-to-eye with experts outside the foundation world. There is a clear consensus among researchers, advocates, providers, and philanthropy that efforts to end homelessness should:

- Focus on policy and advocacy to address root causes of homelessness.
- Cut across multiple service areas to acknowledge the different causes of homelessness and the varied needs of homeless people.
- Involve multiple community stakeholders—government representatives, business, philanthropy, nonprofit service providers, advocates, and homeless people—in developing solutions.
- Have meaningful decision-making roles for consumers from the earliest point of development and throughout implementation and evaluation.
- Display clearly stated and feasible goals and objectives, and include concrete plans for assessment and evaluation.

Foundations and experts cite funding of advocacy and public education campaigns, community planning, prevention programs, and affordable housing initiatives as the most effective ways to end homelessness.



Giving Profile

Educating the Public

One of the Minneapolis Foundation's trademark efforts is an annual public education campaign to present an issue of critical need to the citizens of Minnesota. In 2001, the increase in homeless children, combined with limitations on affordable housing and supportive services, led the Minneapolis Foundation to focus on homeless children and families.

The "Let's Fix This" campaign reached out to the community with an information booklet, bus shelter ads, television spots, and highly visible billboards. The booklet presents the facts of homelessness in Minnesota and calls citizens to action. Using a metaphor that resonated with the public—the effects of a natural disaster, on a Minnesota community—the campaign encouraged the public to rally around the tragedy of homelessness in the same way it rallies around tragedies of floods, tornadoes, and blizzards. The campaign included a full-day conference that brought together the governor, state policymakers, and advocates to discuss solutions.

Ultimately, the Minneapolis Foundation invested about \$150,000 in "Let's Fix This," and raised another \$100,000 from other foundations. The tangible impact of this investment included requests for materials, participation in the conference, and the willingness of other parties to contribute to the campaign. These details reflect a new awareness of the problem of homelessness in the Minneapolis area.



Leveraging Private Funds for Public Impact

In 1999 the Butler Family Fund of Washington, DC awarded a \$20,000 grant to the Southern California Association of Non-Profit Housing (SCANPH) to help launch "Housing LA," a campaign to create an affordable housing trust fund in the city of Los Angeles. At the time, a housing trust fund was an untested idea in Los Angeles.

SCANPH was able to leverage the \$20,000 to attract other foundation support because the investment came from a national funder willing to take a risk. Three years later, as a result of this campaign, Los Angeles Mayor James K. Hahn signed a \$100 million annual housing trust fund into law. "Housing LA" established the nation's largest municipal housing trust fund with a unanimous vote of the city council at a time of significant fiscal constraint. Because these funds will be used to leverage approximately \$700 million in other public and private funds, the impact will be far greater than the \$100 million pledged by the city.

The Butler Family Fund believed this grant would be worth the risk because of the importance of the issue and because "Housing LA" drew its strength from a broad combination of partners, including religious leaders, labor unions, tenants, community development corporations, and other key stakeholders. Together, these partners waged a three-year effort to put affordable housing on the city's agenda and garner the public and political support necessary to bring about lasting change.

Community collaborations through Continuum of Care and ten year plans offer foundations a variety of opportunities to provide support. Foundations can expand the Continuum of Care process by convening community stakeholders with the explicit mission of ending homelessness locally. If a ten year plan effort is already underway, foundations can provide meeting space, funding for staff, translators to broaden the cultural base, and childcare to ensure family participation.

They can also bring businesses, philanthropic organizations, and other groups to the table that might otherwise not participate. Foundation support for drafting, publishing, disseminating, and publicizing planning initiatives builds public knowledge and the will for action. As community plans are implemented, foundations can build institutional consensus among government agencies, businesses, and community organizations to identify resources.

Sound community planning often requires basic research and data analysis. HUD is requiring participating communities to develop a homelessness management information system (HMIS) to track data on local housing, shelter use, and community resources. An HMIS allows communities to better understand the nature of the problem and to plan adequate solutions. Foundations can help communities develop these sustainable information systems.

"Community collaborations through Continuum of Care and ten year plans offer foundations a variety of opportunities to provide support."

As community programs are implemented, questions arise about return on investment, benefits, and cost effectiveness. Foundation support for evaluations and cost studies allows providers and funders to demonstrate success and make the case for ongoing investment. Evaluation can be used to refine models that are not working well, understand unanticipated consequences, and identify areas for further investment.

Preventing Homelessness

Homeless prevention targets resources to those most likely to become homeless, such as families behind in their rent or facing eviction, people returning to society from incarceration, youth emancipating from the foster care system, or women fleeing domestic violence. Support for prevention strategies is especially important as they seek to avert human suffering, greatly decreasing the societal and financial costs of homelessness. Among the most common strategies:

- **Emergency assistance** provides immediate help in the form of rent or utility payments, legal advocacy during eviction, or in-home services for elderly having difficulty with daily activities.
- **Crisis prevention** targets individuals and families at high-risk of becoming homeless because of rent increases, unemployment, illness, or other personal crises. Intervention begins before a housing emergency occurs.
- **Discharge planning** prevents people who are leaving inpatient health facilities, aging out of foster care, or being discharged from correctional facilities from becoming homeless.
- **Capacity development** expands the supply of affordable housing directly through renovation or new construction, or indirectly by advocating for zoning laws or building codes that support preservation or construction.

Targeted Grants for Positive Outcomes

For the past two years, the Morris and Esther Horowitz Family Foundation based in Kansas City has provided an innovative annual grant of \$25,000 to Operation Breakthrough in Kansas City, MO, a community-based organization that has served children living in poverty for over 30 years. While the program was initially established to provide child care services, it has expanded to include food, clothing, housing assistance, dental assistance, and other family services.



The Horowitz Family Foundation funding provides mothers who are experiencing barriers to obtaining public housing with a security deposit and first month's rent in one of Kansas City's Community Development Corporation housing programs. In addition, participants receive monthly rent and utility subsidies. While there are no time limits or restrictions for mothers who receive these benefits, participants are required to receive family supportive services as needed from Operation Breakthrough. These services can include daycare, parenting skills training, physical and psychological health services, credit and legal assistance, economic literacy education, personal savings assistance, and employment supports.

This small, targeted grant has resulted in immediate, positive outcomes for eight women and 25 children in Kansas City. Based on this success, the Horowitz Family Foundation has continued its funding at the same level for the next two years with the hope of expanding and evaluating the program.

Expanding Housing Supply

Affordable housing is the centerpiece of any plan to end homelessness. Without sufficient housing, no amount of services or shelters will have a lasting impact. Although housing can be a complex issue, there are multiple points of entry for grantmakers of every size to make thoughtful and strategic investments to expand access to affordable housing and provide necessary supports to keep people housed.

Housing Trust Funds

Housing trust funds are established by legislation or ordinance to capture public revenues from dedicated funding sources (e.g., taxes, fees) to support investment in a broad range of housing activities, including construction, rehabilitation, and rental assistance. For example, a city might pass an ordinance to set aside a portion of local property tax revenues for a housing trust fund earmarked to build affordable housing for low-income residents. More than 275 housing trust funds have been established in the United States at state, city, county, and multi-jurisdictional levels. Because the housing trust fund movement is vibrant and growing, it presents a ripe opportunity for foundation investment.

To help establish a housing trust fund campaign, foundations can support efforts to:

- Convene nonprofit developers with housing advocates, public officials, and other potential allies such as the faith community to form a core organizing committee.
- Map community housing costs and resources.
- Educate policymakers and the public about the need for affordable housing.
- Sustain the core organizing committee as it works to establish the housing trust fund.

Foundations can also support local and statewide coalitions working to establish trust funds, media and public education campaigns to publicize need, and groups that monitor how trust fund monies are spent.

Permanent Supportive Housing

Permanent supportive housing stabilizes chronically homeless individuals and families by joining permanent affordable housing with appropriate on-site services such as health care, addiction treatment, and employment supports. A strong support system at the housing site helps residents address underlying problems—including mental illness, chemical dependencies, and chronic health challenges—that contribute to repeated experiences of homelessness. The Corporation for Supportive Housing (CSH), which works to develop permanent supportive housing with partners across the country, has contributed to the development of almost 10,000 units of supportive housing, with 7,000 more units currently in the works. Ultimately, 150,000 to 250,000 units of permanent supportive housing are needed as part of a national strategy to end chronic homelessness in the next decade.

Permanent supportive housing has proved to be extremely successful with some populations, such as mentally ill people, who benefit from living independently while gaining support as needed. CSH studies show that 80% or more of mentally ill residents remain housed 12 months after entering supportive housing.

Savings from lower utilization of high-cost public services will largely offset the cost of this investment. A 2002 study by Dennis Culhane showed that homeless people in supportive housing significantly reduce their use of shelters, hospitals, and jails, resulting in savings of \$16,281 per housing unit per year.

Permanent supportive housing programs present a range of options for foundation support:

- Provide grants and capacity building toward the development, rehabilitation, and maintenance of units for permanent supportive housing.
- Fund policy advocacy activities to increase federal, state, and local funding for supportive housing, especially funding for the services component of these projects.
- Fund public education campaigns to build community consensus around the need and the value of supportive housing.
- Provide funds for on-site health and mental health care, addiction services, and employment supports such as child care, transportation, and work-place advocacy.
- Provide general operating support to supportive housing programs.

Program Related Investments

Program Related Investments (PRIs) are low- or no-interest loans, equity investments, or loan guarantees made by foundations to further their

Long Term Support to Ensure Housing

In the early 1990s, the Conrad N. Hilton Foundation of Reno, NV developed a relationship with the Corporation for Supportive Housing (CSH) to create housing programs for homeless individuals in New York City. Their successful partnership, as well as the foundation's belief that a proactive, large-project approach provides the most promising opportunity for success, led the Hilton Foundation to expand its support of CSH. In 1998, the Hilton Foundation awarded a \$6.4 million grant over six years for the organization's "Close to Home Initiative."

The "Close to Home Initiative" develops innovative and cost-effective programs to stabilize homeless street people, long-term emergency shelter residents, and mentally ill homeless people. The initiative encompasses more than 20 sites in six major metropolitan areas: New York City, Chicago, Los Angeles, the San Francisco Bay Area, Minneapolis, and Columbus, Ohio.

With its long-term support of CSH, the Hilton Foundation leverages the resources of systems for mentally ill homeless people in the six metropolitan areas and generates data, case studies, and best practices to help other communities and government officials serve the mentally ill. In each city, CSH strengthens its capacity by partnering with local non-profit organizations and facilitates improvement in the system of care for mentally ill homeless people.

Maintaining Housing Through Supportive Services

When people are forced to choose between meeting their basic needs and paying for housing, the result can be homelessness. As such, solutions require not only a place to live, but also an integrated array of support services that help adults and children find housing and stay housed.

Supportive services include a wide range of activities, from programs that help people meet their financial needs to services that address chronic physical and mental health issues that can keep people from staying housed.

Any foundation can make homelessness a funding priority by simply including homeless people in their current mix of human service program areas. For example:

Housing Placement and Retention

- Programs that conduct marketing and outreach to landlords, and those that provide incentives for landlords that rent to homeless people.
- Landlord/tenant mediation.
- Increasing access to housing subsidies and vouchers.
- Shelter and transitional housing that serve special needs populations, such as young mothers and victims of domestic violence.

Piloting a Housing First Initiative

Housing First, a program developed by Los Angeles-based nonprofit Beyond Shelter, rapidly rehoused homeless families in their own apartments and provides follow-up, on-site case management services. This



approach endorsed as a best practice by the National Alliance to End Homelessness and adopted by communities across the country, is widely considered a successful strategy to end homelessness.

The initial success of "Housing First" led the Charles and Helen Schwab Foundation of San Mateo, CA to convene a collaborative of agencies in Santa Clara County, CA to adapt the model for the San Jose area. A planning group of housing authority staff, private foundations, and homeless service providers met for nine months to develop the program. The Schwab Foundation provided \$385,000 in grants to the Santa Clara Housing First Collaborative's participating agencies (Emergency Housing Consortium, InnVision, and the Housing Authority of the County of Santa Clara) along with \$25,000 to evaluate the project. The Sobrato Family Foundation and the Housing Industry Foundation contributed \$50,000 each toward security deposits and first-month's rent for the families. Most significantly, the Housing Authority of the County of Santa Clara committed 100 Section 8 vouchers per year, with a value of over \$1.4 million annually.

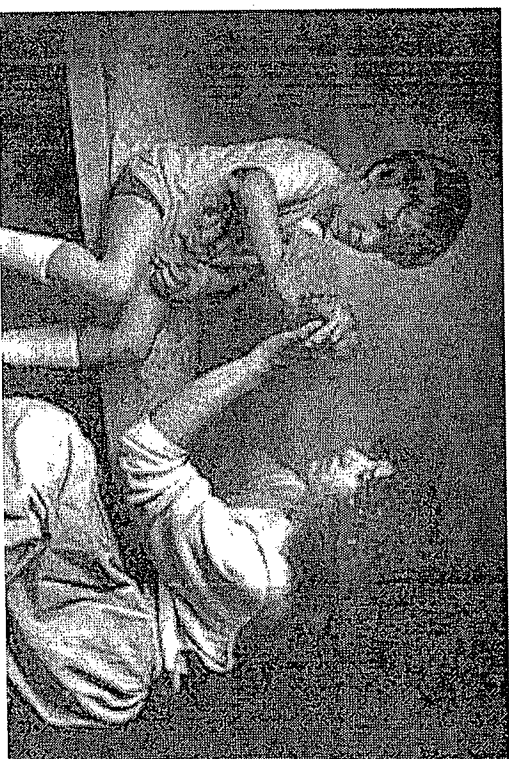
The program's primary goal is to assist 125 homeless families each year—including more than 150 parents and 250 children—in rapidly returning to and remaining in permanent housing. The project seeks to minimize the length of homeless episodes for families, increasing family stability and reducing emergency shelter and transitional housing costs.

PUTTING It All Together: Columbus and Franklin County, Ohio

Ending homelessness requires stepping away from fragmented and disjointed service delivery. Foundations can catalyze cooperative initiatives to present new models of coordination among policymakers, funders, providers, consumers, and other key stakeholders.

In Columbus and Franklin County, Ohio, the Columbus Foundation provided early support to the Community Shelter Board's (CSB) efforts to coordinate regional homeless programs and services. When CSB first opened its doors, the Columbus Foundation served as the organization's fiscal agent until an organizational infrastructure was put into place. By presenting a unified front to end homelessness, this initiative went on to leverage new federal funds and strong support from the philanthropic community.

Today, CSB is a non-profit organization overseeing funding, service delivery, and planning to assist people facing housing problems in the region. Currently, CSB allocates \$7.5 million each year to support 17 agencies. CSB also facilitates the region's Continuum of Care plan to ensure that all services and programs operate within a system rather than as fragmented resources. In its Continuum of Care role, CSB administers federal and private funds for emergency shelters, homelessness prevention, housing resources, technical assistance, research, and other local services.



The community effort to end homelessness in Columbus and Franklin County has resulted in some clear successes:

- In 2003, 60% of all shelter residents moved on to appropriate next-step housing, compared to only 27% in 1995.
- In 2003, only 6% of shelter residents who had moved on to housing returned to shelter; this is down from 20% in the late 1990s.
- Supportive housing programs in Columbus have seen almost 100% participation in voluntary programs; administrators expected only a 60-70% participation rate.

Services & Supports

- Providing operations and services funding for transitional housing.
- Connecting homeless people to essential services, such as the Franklin County Department of Job and Family Services programs and the Alcohol and Drug Addiction and Mental Health Services Board.
- Strengthening service capacity by partnering with a wide variety of organizations across the community.

While much of CSB's funding is public, foundations have played an important role in ensuring the organization's success. The Columbus Foundation maintains its support of the organization, awarding a \$100,000 grant in 2002 for general operating funds. Also supporting CSB general operating funds are Nationwide Foundation with \$60,000, and the Leo Yassenoff Foundation and Huntington National Bank, each giving \$10,000.

Other foundations granted awards for specific purposes:

- The Community Technology Fund awarded \$15,000 for computers for homeless client employment centers.
- The Harry C. Moores Foundation awarded \$25,000 for housing resource specialists at shelters.
- The Paul G. Duke Foundation awarded \$5,000 for a child advocate at the YWCA of Columbus.
- The Ingram-White Castle Foundation awarded \$15,000 for the Family Housing Collaborative, a housing services program.

Beyond providing initial financial support, foundations are represented on CSB's Board of Trustees, and a program officer from the Columbus Foundation has served on the Continuum of Care Steering Committee for more than seven years.

RESOURCES

Contact Information for Giving Profiles

Building Political Will

Leveraging Private Funds for Public Impact

Butler Family Fund
One Dupont Circle, NW, Suite 700
Washington, DC 20036
(t) 202-463-8288
www.fdncenter.org/grantmaker/butler/

Southern California Association of
Non-Profit Housing
3345 Wilshire Blvd., Suite 1005
Los Angeles, CA 90010
(t) 213-480-1249
www.scanph.org

Educating the Public

The Minneapolis Foundation
800 IDS Center
80 South Eighth St.
Minneapolis, MN 55402
(t) 612-672-3878
www.mplsfoundation.org

Meeting Income Needs

Public Welfare Foundation
1200 U. St., NW
Washington, DC 20009-4443
(t) 202-965-1800
www.publicwelfare.org

Chicago Coalition for the Homeless
1325 South Wabash, Suite 205
Chicago, IL 60605-2521
(t) 312-435-4548
www.chicagohomeless.org

Community Planning to End Homelessness

Collaboration on Chicago's Continuum of Care

The Chicago Community Trust
111 East Wacker Dr., Suite 1400
Chicago, IL 60601
(t) 312-616-8000
www.cct.org

The Gaylord and Dorothy Donnelley Foundation
35 East Wacker Dr., Suite 2600
Chicago, IL 60601
(t) 312-977-2700
www.gddf.org

The Robert R. McCormick Tribune Foundation
435 North Michigan Ave., Suite 770
Chicago, IL 60611
(t) 312-222-3512
www.rtrmf.org

Polk Bros. Foundation, Inc.
20 West Kinzie St., Suite 1110
Chicago, IL 60610
(t) 312-527-4684
www.polkbrosfdn.org

City of Chicago Continuum of Care
1111 North Wells, Suite 500
Chicago, IL 60610
(t) 312-573-8819
www.chicagocontinuum.org

Closing the Information Gap

Fannie Mae Foundation
4000 Wisconsin Ave., NW
North Tower, Suite 1
Washington, DC 20016
(t) 202-274-8000
www.fanniemae.foundation.org
www.knowledgeplex.org

Preventing Homelessness

From Foster Care to Self Sufficiency

The San Francisco Foundation
225 Bush St., Suite 5
San Francisco, CA 94104-4224
(t) 415-733-8500
www.sff.org

First Place Fund for Youth
1755 Broadway, Suite 304
Oakland, CA 94612
(t) 510-272-0979
www.firstplacefund.org

Simple Strategies to Prevent Homelessness

The Linden Foundation
77 Summer St., 8th Floor
Boston, MA 02110-1006
(t) 617-426-7080
www.lindenfoundation.org

Bridge Fund of Massachusetts
233 Needham St.
Newton, MA 02464
(t) 617-454-1120

Targeted Grants for Positive Outcomes

Morris and Esther Horowitz Family Foundation
c/o Greater Kansas City Community Foundation
1055 Broadway, Suite 130
Kansas City, MO 64105
(t) 816-842-0944
www.gkccf.org

Operation Breakthrough
3039 Troost
Kansas City, MO 64109
(t) 816-329-5225
www.operationbreakthrough.org

For More Information on Homelessness and Affordable Housing

The following organizations can provide background information, current public policy issues, and contacts for state and local organizations dealing with homelessness:

Alliance for Justice

11 Dupont Circle, NW, 2nd Floor
Washington, DC 20036
(t) 202-822-6070
(f) 202-822-6068
www.afj.org

Beyond Shelter

520 South Virgil Ave., Suite 200
Los Angeles, CA 90020
(t) 213-252-0772
(f) 213-480-0846
www.beyondshelter.org

Corporation for Supportive Housing

1330 Broadway, Suite 601
Oakland, CA 94612
(t) 510-251-1910
(f) 510-251-5954
www.csh.org

Health Care for the Homeless Information Resource Center

c/o Policy Research Associates
345 Delaware Ave.
Delmar, NY 12054
(t) 888-439-3300 ext. 247
(f) 518-439-7612
www.bphc.hrsa.gov/hcirtc

National Alliance to End Homelessness

1518 K St., NW, Suite 206
Washington, DC 20005
(t) 202-638-1526
(f) 202-638-4664
www.naeh.org

National Center for Homeless Education

P.O. Box 5367
Greensboro, NC 27435
(t) 800-308-2145
(f) 336-315-7400
(f) 336-315-7457
www.serve.org/nche

National Center on Family Homelessness

181 Wells Ave.
Newton Centre, MA 02459
(t) 617-964-3834
(f) 617-244-1758
www.familyhomelessness.org

National Coalition for the Homeless

1012 Fourteenth St., NW, #600
Washington, DC 20005-3410
(t) 202-737-6444
(f) 202-737-6445
www.nationalhomeless.org

National Law Center on Homelessness & Poverty

1411 K St., NW, Suite 1400
Washington, DC 20005
(t) 202-638-2535
(f) 202-628-2737
www.nlchp.org

National Network for Youth

1319 F St., NW, 4th Floor
Washington, DC 20004
(t) 202-783-7949
(f) 202-783-7955
www.nn4youth.org

National Resource Center on Homelessness and Mental Illness

Policy Research Associates, Inc.
345 Delaware Ave.
Delmar, NY 12054
(t) 800-444-7415
(f) 518-439-7612
www.nrchlmi.com

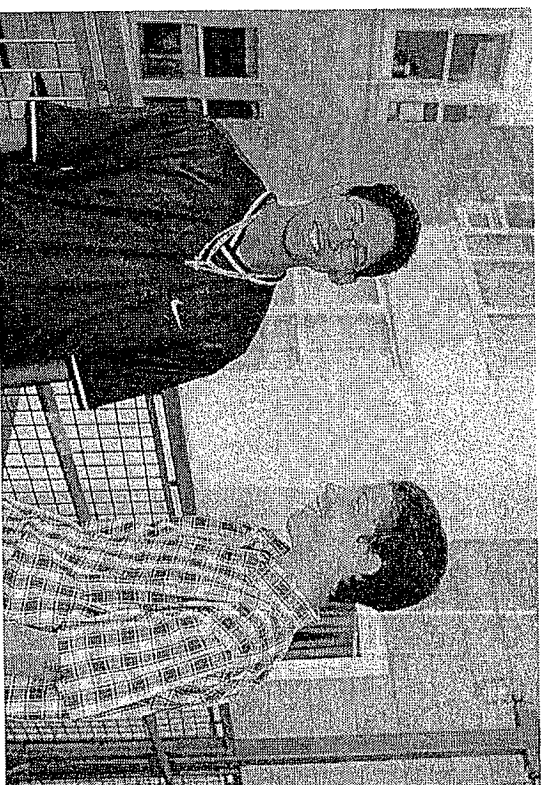
APPENDIX

Methodology

This guide is the product of a collaboration between foundations concerned with the philanthropic response to homelessness and the National Center on Family Homelessness. This project was designed to educate the philanthropic community on issues of homelessness and increase their involvement in addressing this crisis. The goal of this guide is to:

- Understand philanthropy's historical commitment to homelessness.
- Highlight effective grantmaking strategies for preventing and ending homelessness.
- Engage new levels of philanthropic support and collaboration to end homelessness.

In order to meet this goal, the National Center on Family Homelessness used multiple strategies to gather comprehensive data on the role of foundations in homelessness. Data collection strategies included key informant interviews, a survey, and an analysis of data on philanthropic giving trends.



Survey of Experts in the Field of Homelessness

We sent letters to a large number of experts working directly on issues of homelessness, including providers, advocates, policymakers, researchers, and homeless and formerly homeless people. Each respondent was asked to answer a single question: "What can foundations do to help end homelessness in America?" in whatever way they felt comfortable. While some people wrote lengthy responses on recent efforts to end homelessness, others provided one or two focused points. Feedback was solicited from 94 people and 72 responses were received. The respondents are listed here:

Policymakers

Bolt, Dona Homeless Specialist, Oregon Department of Education,
Salem, OR

DiBianco-Eik, Marie PATH and Housing Coordinator, New Mexico
Department of Health, Santa Fe, NM

Fisher, Sally Director, Office for Emergency Shelter and Services,
Philadelphia, PA

Hess, Rob Deputy Managing Director, Special Needs Housing,
Philadelphia, PA

Hochron, Jean Chief, Health Care for the Homeless Branch, Health
Resources and Services Administration, United States Department of
Health and Human Services, Bethesda, MD

James, Barbara Project Coordinator, Office for Education of and
Youth, University of Texas at Austin, Austin, TX

Leginski, Walter Senior Advisor of Homelessness, Office of Asst.
Secretary Planning and Evaluation, United States Department of Health
and Human Services, Bethesda, MD

Randolph, Fran Branch Chief, Homeless Programs Branch, Center for
Mental Health Services, United States Department of Health and
Human Services, Rockville, MD

Rayson, Robin Program Specialist, Office of Special Needs Housing,
United States Department of Housing and Urban Development,
Washington, DC

Wasmer, Dan Chicago MetroNorth Network Manager, Chicago-Read
Mental Health Center, Chicago, IL

Providers

Benson Forer, Elizabeth Chief Executive Officer,
Venice Family Clinic, Venice, CA

Butzen, Jean President and CEO, Lakefront SRO, Chicago, IL

Einrich, Risa New York, NY

Fleetwood, Martha Executive Director, HomeBase/Center for
Common Concerns, Inc., San Francisco, CA

Fox, Elaine VP, Special Health Services, Philadelphia Health
Management Corp., Philadelphia, PA

Goldfinger, Steve Vice Chair, Dept. of Psychology, State University
of New York (SUNY) Health Science Center, Brooklyn, NY

Greer, Joe Medical Director, Camillus Health Concern, Miami, FL

Griffin, Shaun Executive Director, Community Chest, Inc.,
Virginia City, NV

Hannigan, Tony Executive Director, Center for Urban Community
Services, New York, NY

Heilman, Sue Executive Director, Horizons Initiative, Dorchester, MA

Helfgott, Kim Director, Program Services, Volunteers of America,
Alexandria, VA

Kopke, Jodi Development Director, Boulder Shelter for the Homeless,
Boulder, CO

Leonard, Sister Margaret Executive Director, Project Hope,
Worcester, MA

Lozter, John Executive Director, National Health Care for the
Homeless Council, Nashville, TN

Nitlan, Diane Program Director, PADS, Inc., Chicago, IL

Rogers, Diana Coordinator, Family Housing Solutions, Trenton, NJ
Roman, Nan President, National Alliance to End Homelessness, Washington, DC
Verrier, Christine Executive Director, Blueprint to End Homelessness, Philadelphia, PA
Wattov Phillips, Sue Acting Executive Director, National Coalition for the Homeless, Washington, DC
West Blank, Angela Director of the Annual Fund, Chicago Coalition for the Homeless, Chicago, IL

Researchers

Breaky, William Professor of Psychiatry, Johns Hopkins Hospital, Baltimore, MD
Burt, Martha Principal Research Associate, Urban Institute, Washington, DC
Culhane, Dennis Associate Professor of Social Work, University of Pennsylvania, School of Social Work, Philadelphia, PA
Dennis, Deborah VP of Technical Assistance, Policy Research Associates (PRA)/National Resource Center On Homelessness and Mental Illness, Delmar, NY
Haig Friedman, Donna Director of the Center for Social Policy, McCormack Institute for Public Affairs, Boston, MA
Morse, Gary Executive Director, Community Alternatives, St. Louis, MO
Rees, Susan Director, Policy and Research, McAuley Institute, Silver Spring, MD
Shinn, Marybeth Professor of Psychology, New York University, New York, NY

Trends in Philanthropic Giving in Homelessness

The National Center on Family Homelessness also conducted an analysis of philanthropic giving trends in the area of homelessness between 1990 and 1999, using data from the Foundation Center. The Foundation Center sample includes approximately 800 of the 1,000 largest foundations in the United States. In addition, 200 other foundations of varying size are included to provide depth and diversity to the sample. In 1998-1999, this group of foundations awarded \$11.6 billion in grants, which represented about half of the total grants (dollars) awarded by all independent, corporate, and community foundations in the United States.

Data on each foundation are derived from a variety of different sources. The majority of the information comes from 990-PF forms reported to the IRS. The remaining information comes from Foundation Center surveys, foundation annual reports and other public documents, electronic files and web lists.



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One Dupont Circle, NW, Suite 700

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Ph: (202) 833-4690

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